



Capacity Development, Sustainability, and Transition Readiness Framework

System Enabling | Genuine Partnership | Long Lasting Impact | Shared Success

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Approval, Control, and Statement

Approval

SN	Name	Position	Role	Signature	Date
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Distribution List

SN	Location
1	AHNI HQ – all Directorates, Departments, and Units
2	AHNI Project Offices – all Directorates, Departments, and Units
3	AHNI State Offices – all Directorates, Departments, and Units
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1. Introduction and Purpose

Achieving Health Nigeria Initiative (AHNi) is a Nigerian non-governmental organisation established in 2009 with a mandate to strengthen public systems and improve population well-being through evidence-based, inclusive, and community-centred programming. This Capacity Development, Sustainability, and Transition Framework articulates AHNi's structured approach to strengthening government capacity, embedding sustainability, and managing orderly transitions, aligned with the Government of Nigeria's broader public sector reform architecture.

The Framework is aligned with nationally endorsed public sector reform priorities, emphasising government leadership and stewardship; harmonisation of partner support; the use of national and subnational plans, budgets, and accountability mechanisms; and the progressive transition from externally supported programmes to nationally owned and managed systems. In addition, the Framework recognises communities, for-profit and not-for-profit organisations, and Faith-Based Organisations (FBOs) as integral components of the public service delivery and accountability ecosystem. Accordingly, AHNi's approach deliberately strengthens the institutional, organisational, and adaptive capacities of these actors, promotes structured engagement and co-production with government institutions, and supports their integration into formal planning, coordination, and accountability arrangements to ensure sustainability, social legitimacy, and continuity of outcomes beyond external support.

2. Guiding Principles

AHNi's approach to capacity development, sustainability, and transition is anchored in nationally endorsed public sector reform principles that guide how AHNi designs, implements, scales down, and exits its support. These principles recognise that sustainable outcomes are achieved when government institutions exercise leadership and stewardship, and when community structures, civil society, and other non-state actors are integrated as accountable partners within the broader public service delivery and governance ecosystem.

Accordingly, AHNi's engagement is guided by the following principles:

a. Government and Community Ownership and Stewardship

Government institutions at the federal, state, and local levels lead priority-setting, decision-making, implementation oversight, and accountability for public programmes and services, consistent with nationally endorsed stewardship expectations. In parallel, AHNi recognises community leaders, traditional institutions, Ward Development Committees, Faith-Based Organisations, Community-Based Organisations, and other local structures as essential co-stewards. These actors play a critical role in social accountability, demand generation, service acceptability, and continuity, and are therefore deliberately engaged, capacitated, and integrated into planning, oversight, and feedback mechanisms.

b. Alignment with National and Subnational Systems

Planning, budgeting, implementation, reporting, and monitoring are conducted in accordance with government-owned policies, plans, budgets, systems, and coordination platforms at the national and subnational levels. AHNi aligns all support with these systems to reinforce institutional coherence, strengthen accountability, and ensure that strengthened capacities are embedded within structures that can be sustained beyond external assistance.

c. System Strengthening, Not Substitution

AHNi deliberately avoids creating or operating parallel delivery, management, or accountability structures. Instead, it focuses on strengthening the functionality, efficiency, and resilience of existing public and community-linked systems, including governance arrangements, service delivery platforms, information systems, supply chains, and coordination mechanisms. Where temporary support is required to maintain continuity, it is time-bound, authorised, and designed to build long-term institutional capacity rather than replace it.

d. Early and Intentional Transition Planning

Transition readiness is embedded in programme design and revisited throughout implementation. From inception, AHNi works with government and community stakeholders to

define sustainability pathways, institutional roles, and absorption mechanisms. This ensures that leadership, financing, systems, and accountability progressively shift to nationally and locally owned structures aligned with sustainability and domestic ownership priorities.

e. Time-Bound and Milestone-Driven Engagement

All technical assistance and capacity development support is delivered with clearly defined objectives, timelines, performance benchmarks, and step-down pathways agreed with government counterparts and relevant community structures. Progress against milestones informs adaptive support, transition sequencing, and decisions on scale-down or exit.

The maturity model will be applied as a structured, evidence-based mechanism to assess and progressively strengthen an entity's readiness to sustain the delivery of quality services and functions independently. The model defines clear stages of institutional capability across governance, workforce, service delivery, data use, and operational systems, enabling an objective assessment of when an entity can sustain performance with minimal or no external technical support. By linking maturity levels to targeted capacity-building actions and a phased step-down in partner assistance, the model ensures transitions are deliberate, measurable, and durable rather than time-bound or donor-driven.

f. Co-Creation and Mutual Accountability

Capacity development interventions are jointly designed, implemented, and reviewed with government institutions and community stakeholders through established coordination and review platforms. AHNi promotes mutual accountability by clarifying roles, expectations, and responsibilities and by supporting transparent performance reviews, feedback, and corrective action processes at the institutional and community levels.

g. Science-Driven and Adaptive Management

Decisions are informed by routine data, performance evidence, and structured reviews conducted jointly with government and community actors. AHNi supports the use of data not only for reporting but as a management and accountability tool to identify bottlenecks, adapt interventions, and reinforce learning across systems and stakeholders.

h. Equity and Context Sensitivity

Approaches are adapted to the realities of fragile, conflict-affected, and hard-to-reach contexts, with deliberate attention to inclusion, protection of vulnerable populations, and responsiveness to local dynamics. AHNi leverages community leadership and local institutions to ensure reforms are contextually appropriate, socially legitimate, and inclusive, particularly in settings where formal systems face access or capacity constraints.

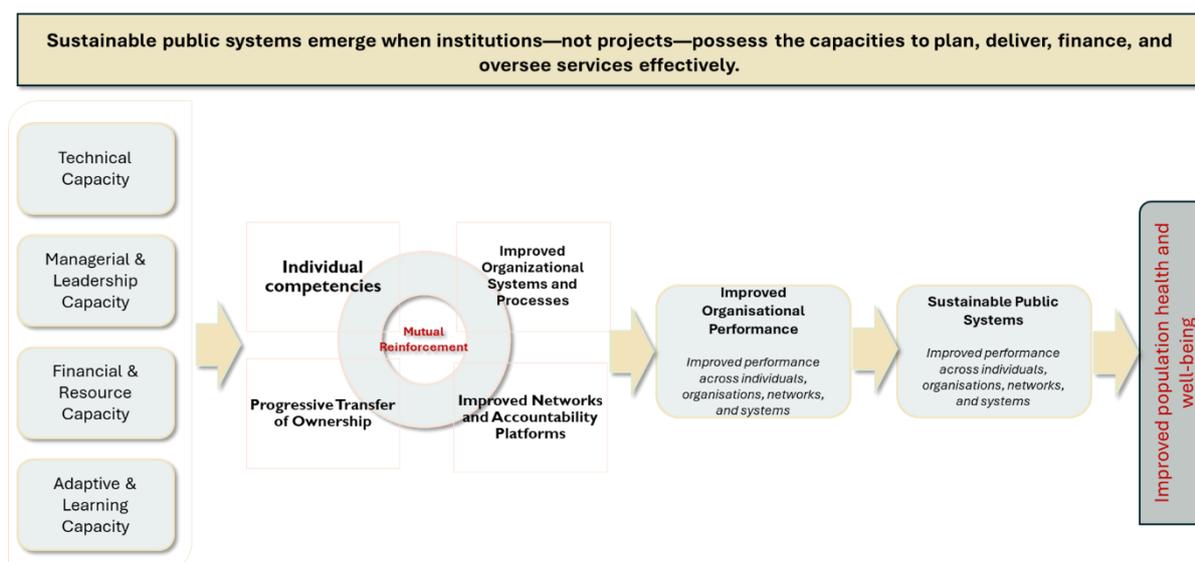
3. Conceptual Framework and Theory of Change

AHNi applies to a structured and deliberate partnership lifecycle across all sectors and operating contexts to ensure alignment, effectiveness, accountability, and sustainability. This lifecycle provides a consistent framework for initiating, governing, adapting, and transitioning partnerships, while remaining flexible to contextual realities in both development and humanitarian settings.

AHNi's theory of change is grounded in the premise that **sustainable public systems that improve population health emerge when institutions—not projects—possess the technical, managerial, financial, and adaptive capacities required to plan, deliver, finance, and oversee services effectively and accountably over time.** These capacities must be embedded within government or community-led structures and reinforced by functional relationships with communities, civil society, and other non-state actors to support service delivery, oversight, and social accountability.

Within this framework, AHNi positions itself as a **time-bound systems enabler**, contributing to sustainable outcomes by strengthening the foundation and capabilities that enable institutions and their partners to function effectively with progressively reduced external support.

Figure 1: AHNi Capacity Development, Transition and Sustainability Theory of Change



AHNi contributes to system sustainability and transition through four mutually reinforcing pathways:

a. Strengthening Individual Competencies

AHNi strengthens the competencies of policymakers, managers, supervisors, and frontline service providers to perform their roles effectively within public systems. This includes enhancing technical proficiency, leadership and management skills, data literacy, problem-solving capacity, and adaptive decision-making. Emphasis is placed on practical, on-the-job learning and mentoring that improves performance within real operational environments rather than isolated training events.

b. Strengthening Organisational Systems, Structures, and Processes

AHNi supports institutions in establishing and institutionalising functional systems and processes that enable consistent performance. This includes governance arrangements, planning and budgeting processes, human resource management, information and reporting systems, supply and logistics mechanisms, standard operating procedures, and internal accountability structures. The focus is on embedding these systems within existing institutional mandates and workflows to sustain performance beyond project cycles.

c. Strengthening Networks, Coordination Platforms, and Accountability Mechanisms

Recognising that public systems function through interdependent actors, AHNi strengthens formal and informal networks that enable coordination, information flow, and collective accountability. This includes supporting government-led coordination platforms, joint planning and review mechanisms, referral and support networks, and community-linked accountability structures. These platforms reinforce stewardship, reduce fragmentation, and align stakeholder contributions around shared priorities.

d. Supporting Progressive Transfer of Functions, Resources, and Leadership

AHNi deliberately supports the gradual and evidence-based transfer of operational functions, decision-making authority, and resource responsibility to government institutions and their partners. This transfer is guided by clearly defined readiness criteria and maturity milestones, ensuring institutions assume responsibilities only after demonstrating the capacity to sustain them. Transition is therefore treated as a managed process rather than a fixed endpoint.

As these pathways are progressively achieved and reinforced, organisational performance improves across individuals, organisations, networks, and systems. This leads to enhanced service delivery outcomes and sustains long-term impact at the population level.

e. Role of TAIQoS in Operationalizing the Theory of Change

The Total Approach for Improving the Quality of Service (TAIQoS) provides the overarching methodology through which AHNi operationalises this theory of change. TAIQoS enables systematic diagnosis of system gaps, co-design of context-appropriate solutions with institutional stakeholders, and institutionalisation of standard operating procedures and performance norms. It promotes continuous monitoring, feedback, and learning, enabling interventions to adapt as capacity evolves.

Critically, TAIQoS links performance improvement with transition readiness. As institutional capacities mature, partner support is deliberately phased down, ensuring that ownership, accountability, and leadership are progressively consolidated within government and community-linked systems. Through this structured approach, AHNi ensures that capacity development leads to durable institutional change rather than short-term project gains.

The approach is grounded in an integrated set of complementary theories that together explain **how and why sustainable improvements in service quality and system performance occur**. Rather than relying on a single model, TAIQoS synthesises people-centred, systems, leadership, quality improvement, and accountability theories into a coherent, applied framework.

At its core, TAIQoS draws on **Human-Centered Design and Participatory Development**, recognising that services are more effective, equitable, and sustainable when communities and end-users actively co-design solutions, provide feedback, and participate in evaluation. This grounding ensures relevance, social legitimacy, and ownership.

TAIQoS is further anchored in **Systems Theory**, which views service delivery as the product of interdependent components—governance, workforce, data, supply chains, and community interfaces. Improvements are therefore pursued holistically, strengthening multiple system elements simultaneously rather than addressing isolated bottlenecks.

The framework incorporates **Transformational Leadership and Good Governance theory**, emphasising stewardship, accountability, and leadership behaviours that motivate institutional change, align actors around shared goals, and embed performance norms within organisations.

Continuous improvement within TAIQoS is informed by **Total Quality Management (TQM), Lean principles, and Deming's Plan-Do-Check-Act (PDCA) cycle**, providing a structured logic for diagnosing gaps, testing solutions, monitoring performance, and institutionalising learning over time.

Finally, TAIQoS is underpinned by **Social Accountability and Stewardship theory**, recognising that sustainable quality depends not only on internal systems but also on external accountability from communities, civil society, and service users. Clear roles, feedback mechanisms, and responsiveness to complaints and data reinforce trust and performance.

Together, these theoretical foundations enable TAIQoS to function as an applied systems methodology—one that translates theory into practice by aligning people, institutions, and accountability mechanisms to deliver continuously improving, system-owned services that remain **sustainable beyond external support**.

4. Capacity Development Approach

AHNi's capacity development approach is designed to strengthen **people, institutions, and systems simultaneously**, recognising that sustainable performance is achieved only when capabilities at multiple levels reinforce one another. The approach is intentionally structured, context-responsive, and transition-oriented, ensuring that capacity gains are institutionalised and sustained beyond external support.

a. Levels of Capacity Development

AHNi applies a multi-level approach that recognises the interdependence between individuals, organisations, and the broader systems within which they operate.

- **Individual Capacity:** At the individual level, AHNi strengthens the competencies of policymakers, programme managers, supervisors, clinicians, nurses, midwives, pharmacists, laboratory scientists, sectoral records and data officers, and community actors. Capacity development focuses not only on technical proficiency but also on leadership, management, data use, problem-solving, and ethical decision-making. Emphasis is placed on practical, on-the-job learning that improves performance within real operational environments.
- **Organisational Capacity:** At the organisational level, AHNi supports Ministries, Departments and Agencies (MDAs), hospitals, primary health centres, Local Government structures, and community institutions to function effectively and consistently. This includes strengthening governance arrangements, management systems, internal controls, supervision mechanisms, and institutional accountability. The objective is to ensure that organisations can translate individual competencies into sustained institutional performance.
- **Network and System Capacity:** At the system level, AHNi strengthens the formal and informal networks that enable coordination, integration, and collective accountability across actors. This includes technical working groups, referral and support networks, logistics and information systems, and multi-sectoral coordination platforms. Strengthening these networks reduces fragmentation, improves information flow, and enables coherent system-wide responses that no single institution can deliver in isolation.

b. Capacity Domains

Across all levels, capacity development interventions address four mutually reinforcing domains that together enable institutional resilience and sustainability.

- **Technical Capacity:** This domain focuses on the knowledge and skills required to deliver quality services and perform core functions effectively. It includes sector-specific competencies, logistics and supply chain management, laboratory and diagnostic functions, data collection and use, and service delivery standards. Technical capacity is strengthened with a strong emphasis on quality, efficiency, and adherence to nationally endorsed protocols and procedures.
- **Organisational Capacity:** Organisational capacity encompasses the systems and structures that enable institutions to function reliably over time. This includes governance and leadership arrangements, strategic planning and budgeting, human resource management, financial management, procurement and supply chains, monitoring and reporting systems, and internal accountability mechanisms. Strengthening this domain ensures that robust institutional systems support technical competencies.
- **Adaptive Capacity:** Adaptive capacity refers to the ability of individuals and institutions to anticipate, respond to, and recover from shocks and changing operating environments, including insecurity, displacement, climate shocks, public health emergencies, and resource volatility. AHNi strengthens adaptive capacity by promoting data-driven decision-making, scenario planning, learning loops, and flexible management approaches that allow systems to adjust without loss of function.
- **Influencing Capacity:** Influencing capacity enables institutions and their partners to shape their operating environment. This includes advocacy, negotiation, partnership management, policy dialogue, and resource mobilisation skills. Strengthening this domain allows government and community actors to engage effectively with stakeholders, attract resources, and sustain priorities within competitive policy and funding landscapes.

c. Delivery Modalities

AHNi deploys a blend of sequenced and evidence-informed complementary delivery modalities, selected based on context, capacity gaps, institutional maturity, and transition objectives. These modalities are applied in combination to maximise effectiveness and sustainability. They are deliberately designed to strengthen individual, organisational, and system performance while reinforcing ownership, learning, and transition readiness.

a. Diagnostic and Baseline Assessment

Capacity development is anchored in structured diagnostic processes that establish a shared, evidence-based understanding of institutional strengths, gaps, interdependencies, and performance constraints. AHNi applies **Organisational Capacity Assessments (OCA)** to examine internal systems, governance arrangements, management practices, human resources, financial controls, and sustainability characteristics, enabling institutions to identify priority capacity gaps and institutional risks. Complementing this, the **Organisational Performance Index (OPI)** assesses how effectively institutions translate capacity into results by examining service delivery performance, accountability, efficiency, and outcome achievement against agreed standards.

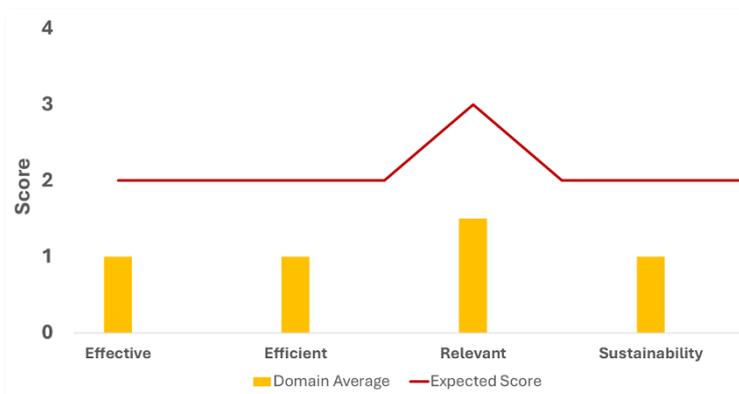
Figure 2: Participatory OCA, Bile PHCC, Demsa LGA, Adamawa State



To deepen systems understanding beyond formal structures, AHNi applies **Value and Organisational Network Analysis (V/ONA)** to map relationships, information flows, decision-making pathways, and resource exchanges among actors within and across institutions. This analysis reveals informal influence, coordination bottlenecks, dependency patterns, and leverage points that affect performance and sustainability but are often invisible in traditional assessments.

In parallel, the **Enabling Conditions Barometer and Good Governance Barometer (ECB/GGB)** are used to assess the broader institutional environment within which organisations operate, including leadership effectiveness, transparency, accountability, equity, policy coherence, stakeholder trust, and decision-making culture. These tools provide insight into the non-technical conditions that enable or constrain institutional performance and reform adoption.

Figure 3: Bille PHCC, Demsa LGA, Adamawa – Baseline OPI Score by Domain



Findings from OCA, OPI, V/ONA, and ECB/GGB are synthesised into a jointly developed **Institutional Strengthening Plan (ISP)** that defines prioritised actions, responsibilities, sequencing, timelines, and resource requirements. The ISP serves as a living roadmap for capacity development, guiding the selection of delivery modalities, informing adaptive management, and linking capacity-building interventions to clearly defined maturity milestones and transition readiness criteria. Periodic reassessments against these diagnostics provide objective reference points for monitoring progress, validating institutional maturity, and determining the pace and scope of the progressive transition and step-down of external support.

b. Delivery Modalities

AHNi delivers capacity development through a deliberately sequenced and evidence-informed mix of modalities designed to strengthen individual, organisational, and system performance while reinforcing ownership, learning, and transition readiness. Delivery modalities are selected based on diagnosed capacity gaps, institutional maturity, contextual constraints, and agreed transition objectives, and are applied in a complementary manner

rather than as stand-alone interventions.

- a. **Low-Dose, High-Frequency (LDHF) Learning and Skills Reinforcement:** AHNi applies short, targeted, and repetitive learning interventions embedded within routine work environments. This approach prioritises practical application over classroom-based instruction, enabling individuals and teams to rapidly apply new skills, receive feedback, and adjust practice in real time. LDHF is particularly effective for strengthening technical competencies, standard operating procedures, and compliance with agreed performance norms.
- b. **Mentoring, Coaching, and Embedded Technical Assistance:** Capacity development is reinforced through sustained, side-by-side mentoring within government and community-led institutions. Embedded technical assistance operates under institutional leadership and focuses on strengthening decision-making, problem-solving, supervision, and systems use rather than performing functions on behalf of counterparts. This modality supports confidence-building, institutional learning, and gradual assumption of responsibility by local actors.
- c. **Twinning and Peer-to-Peer Learning:** AHNi facilitates structured peer exchange between comparable institutions, administrative units, or community structures to accelerate learning and diffusion of effective practices. Twinning arrangements enable institutions at different stages of maturity to share operational experience, innovations, and solutions to common challenges. Peer learning reinforces contextual relevance, reduces dependency on external expertise, and strengthens horizontal accountability.
- d. **Performance Review Forums and Situation Rooms:** Routine performance review platforms are supported to enable joint granular data analysis, identify bottlenecks, and enable timely corrective action. These forums institutionalise evidence-based decision-making, strengthen accountability relationships, and reinforce stewardship across actors. Performance reviews also serve as platforms for tracking progress against maturity milestones and informing adjustments to capacity development and transition plans.
- e. **Institutionalisation of Systems and Processes:** AHNi supports the formalisation and embedding of strengthened practices through documented procedures, governance instruments, workflows, and accountability mechanisms. Emphasis is placed on integrating these systems into existing institutional mandates, planning cycles, and resource frameworks to ensure continuity beyond project support. Institutionalisation transforms individual and project-level gains into durable organisational capability.
- f. **Progressive Transition and Step-Down Support:** Delivery modalities are intentionally linked to defined **maturity milestones and readiness criteria**. As institutions demonstrate improved performance and sustainability, AHNi systematically reduces the intensity and scope of external support. This phased approach ensures that transition is driven by demonstrated capacity rather than fixed timelines, safeguarding service continuity and institutional integrity.

5. Sustainability and Transition Strategy

Sustainability and transition are integral to AHNi's programming and are embedded throughout the design, implementation, and consolidation phases. AHNi strengthens institutional and community ownership, integrates functions into existing systems and budgets, and applies evidence-based readiness milestones to guide a deliberate, phased transition. This approach ensures continuity, accountability, and sustained performance beyond external support. It is achieved through

a. Integration Across the Programme Lifecycle

Sustainability and transition are not treated as end-of-project activities but are deliberately mainstreamed across all phases of the programme lifecycle. AHNi integrates sustainability considerations, institutional ownership, and transition readiness from design through implementation, consolidation, and transition, ensuring that capacity gains are sustained within government- and community-owned systems.

- **Design:** Co-creation and alignment with national and state priorities; use of government plans, budgets, policies, and systems; early articulation of sustainability pathways and

- transition assumptions.
- **Implementation:** Co-implementation with government and community institutions; capacity transfer embedded in routine operations through mentoring, joint planning, and shared accountability.
- **Consolidation:** Institutionalisation of strengthened practices through standard operating procedures, committees, dashboards, coordination platforms, and accountability mechanisms embedded within existing mandates.
- **Transition:** Progressive, evidence-based step-down of partner support guided by readiness milestones, ensuring continuity of quality services and full assumption of ownership by local institutions.

Box 1: Practical Application – Integration Across the Programme Lifecycle (G-ANC, Yobe State)

Design: The G-ANC initiative in Yobe State was co-designed with state authorities, embedded in the Annual Operational Plan, and implemented through existing systems, with transition planning integrated from inception to enable early ownership and sustainability.

Implementation: G-ANC was delivered through a co-implementation model led by government actors, with AHNi providing time-bound technical assistance. Capacity transfer was embedded in routine practice, and facilities transitioned progressively as they met pre-agreed maturity milestones.

Consolidation: Standard operating procedures, training materials, data tools, and coordination mechanisms for G-ANC were formalized and integrated into routine facility, LGA, and state processes, with situation rooms and review meetings institutionalized as part of regular management practice.

Transition: As facilities met readiness milestones, AHNi progressively reduced direct support, with government institutions assuming leadership for coordination, mentoring, and performance monitoring, and community structures sustaining mobilisation and accountability functions.

b. Transition Readiness and Milestones

AHNi applies a structured transition-readiness model to guide the timing, sequencing, and scope of transition. Readiness is assessed across six interrelated dimensions:

- **Policy and Regulatory Alignment:** Existence of enabling policies, guidelines, and formal mandates.
- **Institutional Leadership and Governance:** Clear leadership, decision-making authority, and accountability structures.
- **Workforce Capacity and Supervision:** Adequate staffing, competencies, and functional supervision systems.
- **Financial and Budgetary Integration:** Inclusion of functions within government budgets and resource mobilisation mechanisms.
- **Data, Logistics, and Service Delivery Systems:** Functional information, supply chain, and operational systems.
- **Community Ownership and Accountability:** Active engagement of community structures

Box 5.2: Practical Application – Transition Readiness and Milestones (G-ANC, Yobe State)

- **Policy Alignment:** State-approved G-ANC guidelines and SOPs provided formal authority for continued implementation. Integrated into State-Led Supportive Supervision and AOP
- **Leadership and Governance:** State, LGA, and facility managers progressively chaired coordination and review meetings.
- **Workforce and Supervision:** Trained providers and supervisors demonstrated competence to independently deliver and oversee G-ANC services.
- **Financial Integration:** G-ANC activities were absorbed into routine operational planning and resource allocation.
- **Systems Functionality:** Data capture, review, and corrective action were sustained through government-led situation rooms.
- **Community Ownership:** Ward Development Committees and community volunteers supported mobilisation, follow-up, and accountability.

in demand, oversight, and feedback.

Milestones across these domains are jointly defined, monitored, and reviewed with government counterparts. Progress against milestones informs adaptive support, validates institutional maturity, and determines the pacing and sequencing of partner step-down.

Achievement of these milestones triggered phased reduction of external technical support, ensuring a managed, evidence-based transition to full government and community ownership.

6. Roles and Responsibilities

Effective capacity development, sustainability, and transition require clearly defined and complementary roles among government institutions, implementing partners, communities, civil society, and development partners. AHNi's approach emphasises role clarity, mutual accountability, and progressive assumption of responsibility to ensure durable, system-owned outcomes.

a. Government Institutions

Government institutions at the federal, state, and local levels provide overall leadership and stewardship for planning, implementation, and accountability. Their responsibilities include setting priorities, approving policies and guidelines, integrating supported interventions into national and subnational plans and budgets, and overseeing regulatory functions. Government institutions lead implementation oversight, supervision, and performance management, and progressively assume full responsibility for financing, coordination, and sustainability as transition milestones are achieved.

b. Achieving Health Nigeria Initiative (AHNi)

AHNi serves as a time-bound technical and systems-strengthening partner. Its responsibilities include providing targeted technical assistance, mentoring, and coaching; supporting institutional diagnostics and performance monitoring; strengthening governance, operational, and accountability systems; and facilitating learning and adaptation. AHNi deliberately avoids role substitution and applies structured step-down approaches linked to institutional maturity, ensuring that capacity gains are internalised and sustained within government- and community-led systems.

c. Communities and Civil Society

Communities, community-based organisations, Faith-Based Organisations, and civil society actors play a critical role in demand creation, service uptake, social accountability, and sustainability at the frontline. Their responsibilities include supporting community mobilisation and engagement, providing feedback on service quality and accessibility, reinforcing accountability through local oversight mechanisms, and sustaining behavioural and social norms that underpin long-term outcomes. AHNi and government institutions actively engage and strengthen these actors as co-stewards within the broader system.

d. Development Partners

Development partners support sustainability and transition by aligning their investments, technical support, and reporting requirements with government-led plans, budgets, and coordination mechanisms. Their responsibilities include respecting national and subnational priorities, minimising parallel systems, supporting harmonised monitoring and learning, and adhering to agreed transition pathways. Through alignment and coordination, development partners contribute to coherence, efficiency, and long-term system strengthening.

7. Monitoring, Learning, and Adaptation

Progress is systematically monitored through jointly agreed dashboards, performance scorecards, supportive supervision, and routine review forums at the facility, subnational, and national levels. These mechanisms enable timely tracking of outputs, performance trends, and transition readiness, and support shared accountability among government institutions, community actors, and partners.

Learning is intentionally documented through performance reviews, after-action reflections, and implementation learning briefs, and is used to refine delivery approaches, inform policy dialogue, and guide institutionalisation of effective practices. Lessons learned are fed back into planning

and capacity development processes to support continuous improvement and adaptive management.

Following a transition or handover, outcomes are assessed through post-transition reviews to verify service continuity, system functionality, and sustained institutional performance. Findings from these assessments inform corrective actions, peer learning, and future transition planning, ensuring that sustainability is validated in practice rather than assumed.